CA4 ONHBL A05
87 P61

URBAN/MUNICIPAL

Proposal to the City of Hamilton regarding Hamilton as Host City to the 1994 Commonwealth Games.

From minutes of City Council, Jan. 27, 1987
CA4 ONHBL A05 A31

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M.I. Research, Planning and Consulting

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GOVERNMENT DOCUMENTS

PROPOSAL TO

THE CITY OF HAMILTON

REGARDING

HAMILTON AS HOST CITY

TO THE

1994 COMMONWEALTH GAMES

JANUARY 1987

In response to your request for a formal agreement, we ask that you sign a return copy of this letter as confirmation of approval and authority to proceed.

In reviewing the attached we draw your attention to the following:

1. Our proposed payment schedule spreads payment over each phase. While providing you with insurance of a completed product prior to total payment, it, at the same time, acknowledges the cash flow realities of the project.

2. While the total fee has remained the same, based on the additional information received, we have made minor revisions to dollar emphasis by phase.

3. In reply to your request for assignment responsibility, the document refers to "M.I.'s" responsibilities and not individuals within M.I. The principals within M.I. who will devote time interchangeably on each aspect of the project are:

   C. A. Letheren - Partner
   R. M. Mathieu - Partner
   L. McKeen - Associate

4. In further review of your request and coincident with No. 2 above, we have clarified our responsibilities spelling out our role to develop and/or supervise the development of the May 20th Submission Document.

Again, thank you for your request. We trust the attached and the above are satisfactorily definitive, and we look forward to working with you and your delegates over the next few months.

Sincerely,

Carol Anne

Carol Anne Letheren
Enc.

cc: Jack Pelech - Dennis Carson - Brian Conacher

AUTHORIZED TO PROCEED: _____

Robert M. Morrow

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I. BACKGROUND

The City of Hamilton intends to submit a proposal to the Commonwealth Games Federation in Canada, indicating its interest in becoming the Canadian City named to go forward as the Canadian candidate for the 1994 Commonwealth Games.

The City Council and members of the Committee appointed to examine the feasibility, requirements, costs and to prepare the bid material has requested that M.I. Research, Planning and Consulting submit a detailed proposal for their consideration and deliberation.

It is understood that a number of Canadian cities will be indicating similar interest. The deadline date for submission of briefs by each of the bidding cities is May 20, 1987, only 4 months away.

II. THE PROPOSAL

That M.I. Research, Planning and Consulting be retained by the City of Hamilton in this project, the ultimate intention of which is to have Hamilton named as the Canadian candidate city for the 1994 Commonwealth Games.

The project will include and consider:

1. Hamilton's readiness to proceed as a candidate.
2. Analysis of Hamilton's strengths and weaknesses and an assessment of its chances based on that analysis.
3. An outline of the bid strategy in detail.
4. A description of the necessary bid materials.
5. Development and supervision of the submission to the Commonwealth Federation May 20th.
6. An outline of the strategy and approach needed for the competitive process in Canada.

It is recommended that this project be undertaken in several Phases with an opportunity at the end of each Phase for reassessment by the City of Hamilton and a determination of whether it wishes to proceed with the next Phase.

III. METHODOLOGY

A. Phase 1

Development of the Background Information

Phase 1 is the development of the Background Document that examines, in detail, all the pros and cons for the City of Hamilton's possible bid to the Canadian Commonwealth Association.

During Phase 1, Hamilton's readiness and chances will be reviewed in detail. It will culminate in a listing of the problems (weaknesses) and opportunities (strengths) to be understood and dealt with should the City of Hamilton decide to proceed with the bid process.

There are many questions to be considered. Many of these were listed in our original submission and are appended to this document for further consideration. It is not an exhaustive list but rather suggestive of the direction and detail to be taken by the Background Document.

Many sources will be used to gather the information. All secondary material available will be collected and assessed. Personal interviews will be held with relevant individuals who can provide required information for full understanding of the implications and readiness of Hamilton.

Based on the above analysis, an objective(s) will be established that will determine:

- whether the City of Hamilton should proceed with the balance of the bidding process, and

- If the City decides to proceed under what terms of reference and what does it hope to accomplish with each stage of the bidding process

M.I. Research, Planning and Consulting will meet with the Committee and report on its progress at several points during this Phase. It is important

that the document be developed in concert with those in the City responsible for this project.

B. **Phase 2**

Development of a Decision Framework for the Bid Process

Given the City of Hamilton has determined it worthwhile to proceed and within the above, Phase 2 will develop a framework against which all future decisions relating to the bid process can be assessed. The Framework will become a management tool to be used during the bid process. It is divided into two parts:

Part 1 - A Statement of Philosophy

The Philosophy is a statement of the values inherent in the bid process and the event itself. The Philosophy should reflect the values of the City of Hamilton and the basic issues the City wishes to reflect through its bid.

Part 2 - Decision Criteria

Based on the above Philosophy, a set of standards, usually in question form, can be developed. Each program or proposition being considered for the bid process and strategy or the event itself will be examined against these criteria.

The decision framework will eliminate any ad hoc decisions and force a focus on the critical issues and those that will bring ultimate success.

C. **Phase 3**

Program Elements

Within the above analysis and Decision Framework, the Program Elements can be developed.

The Program Elements will include, by way of example only, some or all of the following:

- A graphic/logo/visual system
- A definition of the communication elements required (e.g. A Newsletter, etc.)
- Detailing of the Submission - its look, content, and layout
- Development and supervision of the May 20 submission to the Commonwealth Association in Canada
- A detailed description of the products, venues, facilities, etc.

The bid process is predominately a communications process with the communications elements becoming the key sales tools. As part of the definition of the Program Elements, such issues as the Public Relations/Publicity requirements for the project will be considered as well as the Promotional Tools recommended.

D. **Phase 4**

Management and Implementation Considerations for the Period May 20 to Nov. 20

This Phase will consider the following:

- a detailed costing of the recommended program elements for the period May 20 to Nov. 20

- a schedule of implementation for the recommended elements

- a recommended management structure to implement the recommended program elements

IV. STEP BY STEP OUTLINE FOR IMPLEMENTING THE PROJECT

ITEM DESCRIPTION	DEADLINE DATE	RESPONSIBILITY COSTS
Assuming agreement to proceed is given on January 26th the following details the implementation of each Phase described earlier in the document.		
Phase 1		
Development of a Table of Contents for the Background Document	January 27th	M.I.
Agreement of the Table of Contents as developed	Jan. 28	M.I. with City Council
Collection of data from secondary sources	Jan 28 to Feb. 10	M.I. with assistance from City officials in directing M.I. to any sources in their files
Development of questions to be asked during personal interviews	Jan. 30 to Feb 3	M.I. with input from City Council
Development of list to be interviewed	By Feb 3	M.I./City Council
Interviews Conducted	Feb. 3 - Feb 20	M.I.

Material analyzed	Feb. 13 Feb 28	M.I.
Background Document written	by. Mar 10	M.I.
Review of Backround Document	by Mar. 12	City Council
Development of Problems and Opportunities, Recommendations and Objectives	March 12 to Mar. Mar 15	M.I.
Review of the above material with the City Council	March 16	M.I. with City Council
Agreement to Proceed to the next Phase	March 16	City Council

TOTAL COSTS TO COMPLETE PHASE 1 TO THIS POINT $12,000

It is recommended that the $12,000 payable for Phase 1 be paid as follows:

- $4,000 upon agreement to proceed
- $4,000 when the first draft is presented for review
- $4,000 upon completion of Phase 1

Any additional costs to be incurred during Phase 1 would be out of pocket only (e.g. travel expenses, telephone

expenses particularly to conduct some of the personal interviews, etc.), are subject to prior approval and not expected to exceed $2,000.

Phase 2

Session with City Council regarding values and benefits to be derived from proceeding with the bid and the event itself	Mar 16	M.I. with City Council
Development of the Philosophy and Decision Criteria	Mar. 16-18	M.I.
Review of the above with City Council	Mar. 19	M.I./City Council
Agreement to proceed to the next step	Mar. 19	City Council

TOTAL COSTS TO COMPLETE PHASE 2 TO THIS POINT $3,000

The above payment of $3,000 would be payable upon completion of Phase 2.

Out of pocket for Phase 2 is not expected to exceed $200.00 and would be subject, again, to prior approval.

Phase 3

The Program Elements will be developed in two distinct and separate Parts.

Part i) will be the detailing of all Program Elements required to get the Committee to successful completion of all requirements for the May 20th submission to the Commonwealth Association.

Part ii) will be the detailing of all Program Elements necessary to get the Committee to successful completion of all requirements for the period May 20th to Nov. 20th.

Part i)

Define all necessary program elements generally and by public	Mar. 22	M.I.
Obtain City Council approval	Mar. 22	M.I./City Council
Detailed description of each element with attendant costs	Mar. 25	M.I.
Identify supplier groups where appropriate and necessary to deliver and implement required Program Elements	Mar. 25	M.I.
Contact supplier groups requesting submissions where appropriate and necessary	Mar. 25	

Review all details relative to supplier groups with City Council and receive approval to proceed with selected one	Mar. 26	M.I./City Council
Develop and/or supervise the development of all Program Elements necessary to submit a professional product to the Commonwealth Games Association by May 20th	May 15	M.I./City Council

Part ii)

Describe in detail all necessary Program Elements including strategic issues to take the bid process from May 20th to the vote on Nov. 20th	by May 15	M.I./City Council

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TOTAL COSTS TO COMPLETE PHASE 3 TO THIS POINT	**$6,000**

The fees would be payable as follows:

- **$3,000 on April 15th**

- $3,000 upon delivery of the final product

The out of pocket costs for this Phase are more extensive and are expected to range from $50,000 to $75,000. The costs would include:

- Visual identity system (logo and graphics)
- Architectural Fees where required for drawings and renderings
- Additional Consultants as required (e.g. Public Relations)
- Printing costs for Documents, etc.
- Translation of Final Submission
- Photography, etc.

In addition to the above, it is estimated that an additional amount of approximately $2,000 may be required for travel, etc. As before, such expenses are subject to prior approval.

Phase 4

Management and Implementation Considerations

Detailing of the costing of the recommended Program Elements, the management structure to implement it, and a schedule for the implementation	by May 15th	M.I.

TOTAL COSTS TO COMPLETE PHASE 4 TO THIS POINT $2,000

The $2,000 is fees only and is payable upon completion of Phase 4.

There are no anticipated out of pocket expenses for this Phase.

THE TOTAL COSTS FOR THE PROJECT ARE:

FEES	-	$23,000
OUT OF POCKET	-	$55,000 - $78,000 (Estimated)

Competition

1. Which other cities are expected to be competing with Hamilton in Canada for the candidate city status?

2. What are the strengths and weaknesses of each of the above cities? How do they each compare with Hamilton?

3. Which cities will be competing with the Canadian named city internationally?

4. What are the strengths and weaknesses of each of the above cities?

5. What other events in Canada, (both sport and non-sport), could be expected to be competitive with Canada's bid and potentially Hamilton's bid?

6. Based on the information above, what are the City of Hamilton's chances of firstly succeeding in Canada and secondly, succeeding internationally?

Facilities

7. What facilities are required for:

   - the competitive program,
   - the demonstration sports,
   - the Arts program,
   - accomodation/meals for athletes, officials, the media and visitors,
   - media

8. Which facilities does the City of Hamilton have in place? Which ones will need to be built? Which ones are available in the neighbouring cities?

9. Once all facilities are addressed, how compact would the Games be if hosted by Hamilton? By each of its competitors?

Finances

10. What are the anticipated capital costs? Operating costs?

11. What are the realistic sources of revenue? By source and amount?

12. Is the City of Hamilton prepared to and equipped to handle any occurring deficit?

Other Services

13. Does Hamilton have or can it develop the infrastructure and support systems required to host this event?

    Hotels?
    Transportation?
    Security?
    Medical?
    etc.

Management

14. What are the "people" resources required to stage the Commonwealth Games?

15. Does the City of Hamilton have the human resources generally and by sport?

Benefits

16. What benefits will the City of Hamilton derive from:

    - the bid process in Canada
    - the bid process internationally
    - the event itself?

17. Do the benefits at each stage in the process merit continued pursuit/involvement?

18. What legacies will be derived from each stage in the process? Are they beneficial to the City?

19. How do the bid process and the event fit into the City of Hamilton's long range plans for its growth, development and image?

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